

June 6, 2019

Members of the School Committee,

I am writing to express my interest in serving on the Natick School Committee. I am a first-generation college graduate and I have committed my career to expanding educational opportunities for traditionally marginalized students in Philadelphia, Boston, Chelsea, Lawrence and Springfield. I began my career as a middle school English and Social Studies teacher in Philadelphia. I was greatly influenced by my 37 students' creativity, resilience and ability to learn in less than ideal circumstances. My family moved to Natick in 2016 and I feel deeply ingrained in our community. Natick's representative governing structure allows for a tremendous amount of transparency and input from its citizens. I was surprised to learn that many of the Town Meeting seats are vacant and felt compelled to serve in my precinct; I was elected as a Town Meeting Member in 2019. The community's commitment to social justice and the district's commitment to personalized learning is aligned with my personal goals and values. As my daughter, Elli, enters her first year at Lilja Elementary School, I'm excited to see her develop with these philosophies in mind. As an educator, a parent, and an advocate for equity, I want to serve on the School Committee to not only further these initiatives, but to add capacity related to human capital.

Over the past two years with the Phoenix Charter Academy Network, I have had an opportunity to develop a human capital strategy (recruitment and retention), which prioritizes retention, diversity, equity and inclusion. As outlined on my resume, my work has produced results and has allowed for collaboration and the ability to influence the Finance, Academic, Operations and Strategic arms of the organization. Developing strong relationships, while addressing the unique landscape challenges, requires committee members who understand the complexity of change and how to motivate stakeholders to rally around a vision. I am excited to contribute and collaborate with those who have committed to serving Natick Public Schools.

Influencing and motivating stakeholders across a system to execute and achieve goals is my strength as a leader. I believe data tells a story and that the qualitative components – understanding the people and conditions – have an impact on developing a successful strategy to improve and sustain results. I value the people and am inherently motivated to improve the experience in the classroom for students and teachers. I believe I can leverage my skills and experience to serve as a school committee member.

I look forward to discussing my candidacy with a member of your team. I can be contacted at

[REDACTED]

Regards,

Joni Factor

# JONI FACTOR

- Excellent leadership, prioritization, relationship building and management skills
- Microsoft Office Suite, Google Suite, Salesforce, Workday, TalentEd and SLX systems use

## PHOENIX CHARTER ACADEMY NETWORK

*Managing Director of Human Capital and Talent*

Boston, MA  
June 2015 - Present

- Advised CEO and senior leadership on talent landscape, effective recruitment strategy, and retention practices.
- Spearheaded externally evaluated SWOT analysis of organization's human capital practice related to diversity.
- Increased offered retention from 59% in 2015 to 74% in 2016, 91% in 2018; retention goal 75% year over year retention by 2019.
- Overhauled organization budget timeline and process investing in key stakeholders to ensure retention and talent acquisition competitiveness.
- Diversity representation of leadership teams increased from 9% in 2015 to 25% in 2016 and held steady at 50% from 2017 to present.
- Initiated increased organizational investment in diversity coaching, consultation, vision setting and multi-year implementation planning.
- Led network-wide retention focused systems change, institutionalizing retention practice across a statewide network of schools.
- Developed and facilitated talent advisory committees to increase collaboration, communication and input from school-based staff.
- Executed cross-functional project consultation: DESE evaluation, on-boarding, and human resource management.
- Provided coaching and support to Head of Schools related to performance management and retention.
- Established vision and strategy to engage and attract diverse, organizationally aligned pipelines of talent.
- Built organizational capacity through coaching and training leaders to allow for hiring autonomy.
- Advanced and managed external relationships with vendors and talent supply organizations.
- Provided quarterly human capital reporting to the organization's oversight board.

## TEACH FOR AMERICA

*Recruitment Director, Northeast*

Boston, MA  
April 2013- May 2015

- Led team to significant results - Top 10 of the Recruitment Team's 170 cultivators .
- Direct management, goal setting and professional development coaching and support for team of Recruitment Managers.
- Managed the coaching, strategy and professional development of 20 confirmation coaches representing each region nationally.
- Developed and implemented the vision, strategy and execution of the confirmation strategy in the Northeast (New York to Maine).
- Cultivated, developed and maintained relationships with key partner organizations: Bottom Line, City Year, Summer Search and Posse.
- Implemented the vision, strategy and execution of recruitment in Maine, Rhode Island, New Hampshire and Massachusetts.

*Recruitment Manager*

June 2011 - March 2013

- Envisioned and executed strategies at Amherst College, Brandeis University, Holy Cross, Northeastern University, Tufts University.
- Recruited the highest number of qualified candidates at Brandeis University, Amherst College, Northeastern University, and Tufts University.
- Leveraged strong relationships with university partners, students, national groups, alumni, through event programming and campaign strategy.
- Executed and tracked recruitment strategies to increase brand awareness on campus.
- Led campus recruitment results nationwide with 121 qualified candidates from my portfolio.
- Directly managed six Campus Campaign Coordinators.

## SUMMER SEARCH

*Senior Program Associate*

Philadelphia, PA  
June 2010 - May 2011

- Managed key program areas against outcomes in services that support students in the reaching the short, mid and long-term goals.
- Trained staff in internally developed model of assessment to find qualities of resiliency: Reflection · Altruism · Performance (RAP).
- Motivated and led by using organization's vision, programs and techniques to achieve long and short term student outcomes.
- Managed the post-secondary program and its long and short term outcomes including senior alumni fundraising.
- Coached mentoring team in program philosophies and methods while fostering a creative work environment.

*Outreach Coordinator*

August 2008 - June 2010

- Provided leadership in creating and implementing short and long-term outreach plans by projecting student recruitment goals.
- Strengthened and developed partnerships with referral partners by communicating actively to clarify program elements.
- Identified trends in outreach and demonstrated flexibility and creativity in adapting strategy during the economic downturn.
- Forecasted enrollment numbers based on priority, history and relationships at each school.

*Program Associate*

October 2007 - August 2008

- Created individualized relationships with students that allows for introspection and reflection while holding students accountable.
- Holistic understanding of students full academic and extracurricular performance including relationships with teachers and peers.
- Developed reflection, altruism and performance qualities by commenting on patterns and behavior with students over time.
- Managed students' college process including school list, applications, essays financial aid and financial decision.

## PHILADELPHIA TEACHING FELLOWS

*Applicant Selector*

*Cooperating Teacher*

Philadelphia, PA  
October 2006 - October 2007

- Trained Teaching Fellows on classroom management, instructional methods, educational theory, and teacher-student relationships.
- Identified competencies of achievement, critical thinking, personal responsibility, commitment, and constant learning.
- Interviewed and selected teachers to hire for openings in program.

## TEACH FOR AMERICA

*School District of Philadelphia*

*Middle Years English and Social Studies Teacher*

Philadelphia, PA  
June 2005 - June 2007

- Students attained the highest level of reading proficiency and the most growth on the 2005 PSSA at the Chester A. Arthur school.
- 80% of students mastered 80% of English and Social Studies objectives during the 2005-2006 and 2006-2007 school years.
- Created and implemented a dual subject curriculum for English and Social Studies in grades 6, 7, and 8.

## EDUCATION

### UNIVERSITY OF PENNSYLVANIA

Summa Cum Laude · Masters of Science in Urban Education

Philadelphia, PA  
May 2007

### OHIO WESLEYAN UNIVERSITY

Cum Laude · Bachelor of Arts · Politics and Government · Pre-Law

Delaware, OH  
May 2005

## HONORS

### TEACH FOR AMERICA

*Exploring Leadership Program*

Boston, MA  
2015

### CHI CHAPTER · KAPPA ALPHA PSI FRATERNITY, INC.

*Honoring a Woman's Worth · Community Awardee - Woman of the Year*

Boston, MA  
2015

### UNITED WAY

*Emerging Non Profit Leader Participant*

Philadelphia, PA  
2011

### AMERICAN EDUCATIONAL RESEARCH ASSOCIATION CONFERENCE

*University of Pennsylvania - Classroom Researcher and Presenter - Initiating a Critical Literacy Perspective*

Chicago, IL  
2006